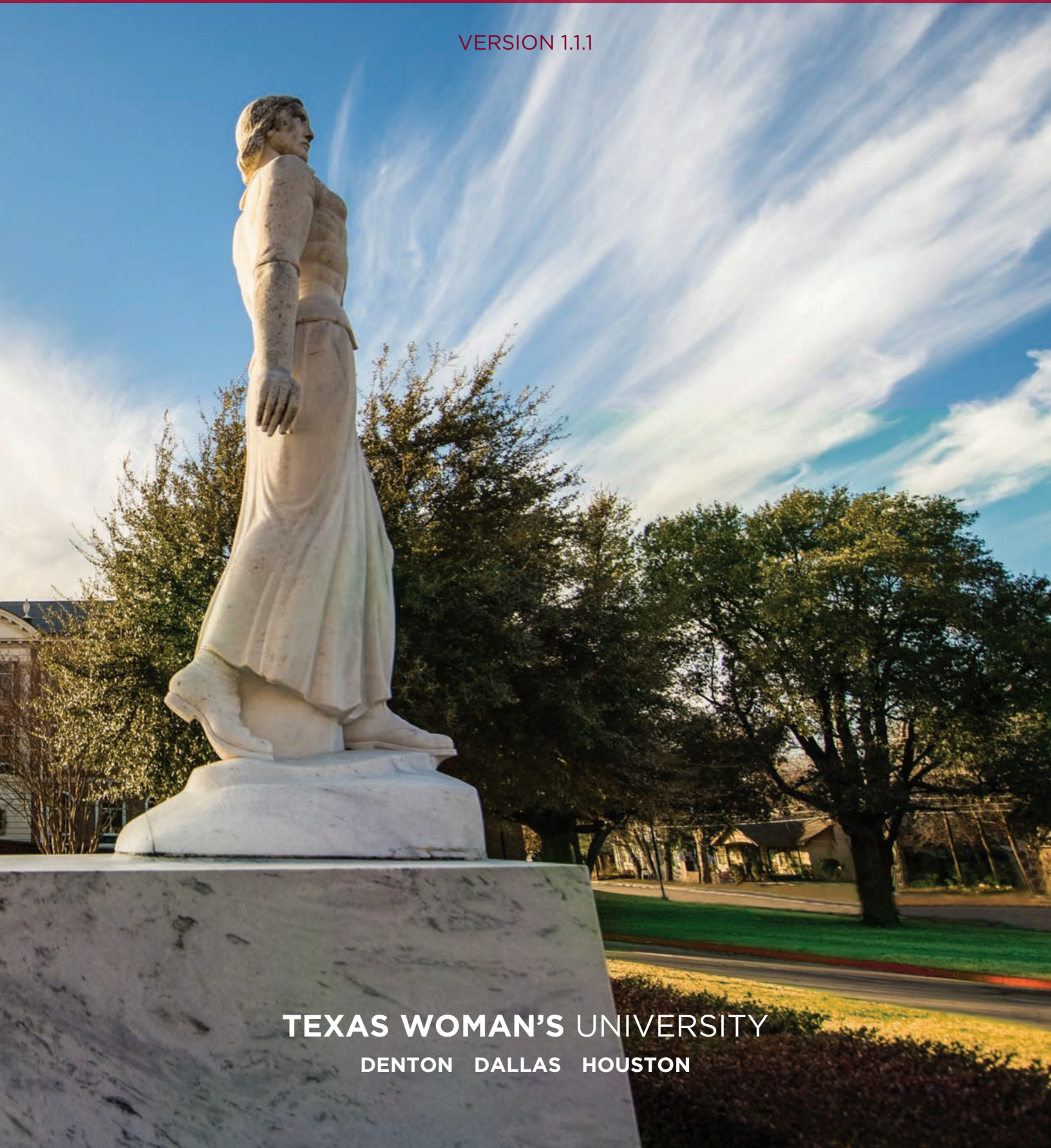


LEARN to THRIVE

STRATEGIC PLAN 2022

VERSION 1.1.1



TEXAS WOMAN'S UNIVERSITY

DENTON DALLAS HOUSTON

CONTEXT

Founded in 1901 as the state's only public university dedicated to the education of women, Texas Woman's has grown, prospered, and advanced in bold ways. It pioneered distance education; expanded undergraduate and graduate programs; extended its reach by adding campuses in Dallas and Houston and admitting men; and broke new ground in areas ranging from pedagogy to research and creative arts.

Texas Woman's developed a focus on health and well-being, on a learn-by-doing pedagogy, and on diversity with an emphasis on women. This distinctive approach extends learning beyond the classroom to prepare students not just for jobs but for careers, leadership, service, health, and happiness. Texas Woman's provided education for individuals who were marginalized because of their gender; it now extends that mission to diverse populations.

Texas Woman's is inclusive while maintaining a focus on the unique contributions that women bring to all facets of human endeavor, from corporate boardrooms and virtual classrooms to intensive care units, senate chambers, research laboratories, performance halls, and community outreach centers. Texas Woman's aspires to address the needs of a changing world and a contemporary student body.

With this plan, the four areas of distinction and five imperatives will propel Texas Woman's toward further excellence. The distinctions and imperatives will continue our historic purpose of advancing the quality of the human experience, honoring diverse people and perspectives, and pioneering discovery in areas vital to the well being of Texans.

PROCESS

In 2015, Dr. Carine M. Feyten, Chancellor and President, commissioned a Strategic Planning Design Team to craft a new guiding document that would incorporate input from the community. Appointing co-chairs Dr. David Rylander, Professor of Marketing, and Amy O'Keefe, Executive Director of Campus Alliance for Resource Education (CARE), she assured that the new Texas Woman's strategic plan would be student-centered and highly inclusive. Rounding out the Design and Data Committee are:

- Cynthia Evetts, Director of Occupational Therapy
- Carine M. Feyten, Chancellor and President
- Mark Hamner, Associate Provost, Institutional Research and Improvement
- Ron Hovis, Interim Senior Associate Provost
- Christopher Johnson, Chancellor's Chief of Staff
- Kim Miloch, Interim Associate Dean of Health Sciences

The offices of the provost, enrollment management, and student life were also instrumental in the conceptualization and development of the plan. The Strategic Planning Steering Committee and the Strategic Planning Teams comprised of more than 80 members of the faculty, staff, and student body deeply delved into components of the plan. Input from over 100 listening, sharing, and feedback sessions with students, faculty, staff, alumni, and community stakeholders as well as the Texas 60x30 plan helped guide the development of this strategic plan.

Our commitment to continuous improvement will lead Texas Woman's to adapt the plan as we gain new insights.

PURPOSE

Educate a woman, empower the world.

MISSION

Texas Woman's University cultivates engaged leaders and global citizens by leveraging its historical strengths in health, liberal arts, and education and its standing as the nation's largest public university primarily for women. Committed to transformational learning, discovery, and service in an inclusive environment that embraces diversity, Texas Woman's inspires excellence and a pioneering spirit.

VISION

Texas Woman's will be known as the premier public university for a woman-focused education and leadership development, graduating thriving citizens who have a strong sense of community, health, prosperity, and a sense of purpose.

CORE VALUES

Fundamental to who we are and what drives our actions

OPPORTUNITY

COLLABORATION

EXCELLENCE

CREATIVITY

WELL-BEING

CARING

PRINCIPLES

Guiding principles that emerge from Texas Woman's history and frame its future

- The growth of students is nurtured in a safe environment that fosters personal connections, resiliency, and a philosophy of education as a lifelong process.
- Our commitment to excellence and integrity permeates all that we do.
- Diversity and collaboration are fundamental to our academic culture of innovation, research, and creative expression.
- Liberal arts develop the whole person, inspire inquiry, encourage application, and cultivate success in careers and graduate education.
- Graduate education provides opportunities for individual advancement and develops professionals to serve society at large.
- People and cutting-edge technology drive the discovery and creative expression that fuel our educational enterprise.

AREAS OF DISTINCTION

Building on historical strengths and contemporary potential, Texas Woman's is focused on becoming a global leader in:

WOMEN AND LEADERSHIP

At Texas Woman's, women have found their voices and discovered the courage to lead. Continuing in this tradition, Texas Woman's will contribute knowledge and best practices that encourage women and men, together, to lead, thrive, and prosper in professional, organizational, and community settings for the advancement of humanity.

HEALTH

With a historical commitment to the health of others, Texas Woman's leads in the discovery of best practices in the care and well-being of the human body and mind. Texas Woman's will continue to bring healthcare leadership and advanced practice to emerging economies and will provide opportunities for students to experience other cultures and healthcare systems.

EXPERIENTIAL LEARNING

From its inception, Texas Woman's emphasized experiential learning with the university motto "We learn to do by doing" and today, continues to recognize the important connection between experience and learning. Texas Woman's will provide opportunities for students to bridge theory with practice in higher education.

VETERANS

In a state with nearly two million veteran residents, Texas Woman's embraces the opportunity to provide leadership and insight into improving the quality of life for veterans and their families. Building on its established history of service to veterans as well as archives and research with particular expertise of women in the military, Texas Woman's will continue to serve those who served our country.

STRATEGIC IMPERATIVES

The following imperatives have no order of importance; each needs to be strong and interconnected for overall success.

LEARN: WE COMMIT TO GREATER PURPOSE THROUGH TEACHING AND LEARNING

Texas Woman's will educate individuals through a student-centered education focusing on the teaching and learning of the whole person for empowerment and long-term success.

OBJECTIVES

1. Infuse knowledge and skills that prepare students for successful lives and careers
2. Foster curiosity to help students find meaning and purpose
3. Capitalize on diversity and multiple perspectives to advance learning and innovation
4. Achieve the highest level possible of degree completion while maintaining the high level of excellence expected from a Texas Woman's graduate

STRATEGIC INITIATIVES

- Integrate academic and student initiatives, bolstering engagement that increases graduation rates of alumni with marketable skills
- Create programmatic opportunities that empower students navigating their educational journeys during various life transitions (e.g., from foster care, military service, career changes, or community college)
- Implement a ‘grit’ initiative that focuses curricular and co-curricular programs on cultivating resilience and self-reliance among students
- Implement a belonging initiative that focuses on creating a climate where each person—student, faculty, and staff—feels a sense of valued place at the university

ADDITIONAL STRATEGIES

- Create new pathways to degree completion including expansion and support for community college transfer programs and second-admit programs
- Expand new employee onboarding to include acculturation opportunities that support the belonging initiative and give faculty and staff a better sense of belonging
- Expand experiential learning opportunities
- Develop support for faculty with strong teaching history or potential
- Increase global perspectives through faculty exchanges, international graduate students scholarships, education abroad, and international collaborations

DISCOVER: WE SEEK NEW WAYS TO IMPROVE OUR WORLD THROUGH CREATIVE EXPRESSION AND RESEARCH THAT MATTERS

Texas Woman’s will grow its contributions to discovery by empowering the institution and its community to fully engage in the discovery process.

OBJECTIVES

1. Elevate scholarly productivity and external funding to establish Texas Woman’s in a robust position as a doctoral research university within the Carnegie classification framework
2. Advance research and creative arts that benefit the human experience
3. Foster collaborative connections that increase research and creative activity, encourage innovation, and benefit our local and global communities
4. Provide education and experience in research for the next generation of scholars

STRATEGIC INITIATIVES

- Develop support services and infrastructure that fuels a vibrant research culture across the university

ADDITIONAL STRATEGIES

- Build innovative workload and incentive systems to support faculty with strong research history or promising research potential
- Leverage external grant opportunities to provide competitive financial support for graduate students and research faculty

SERVE: WE TRANSFORM LIVES THROUGH INCLUSIVE NETWORKS AND PURPOSEFUL PARTNERSHIPS

Texas Woman’s will express its ethic of service through engagement with our local, state, national, and international communities as a means to empower the lives of those who serve as well as those they serve.

OBJECTIVES

1. Exemplify an ethic of service through meaningful contributions to our communities
2. Cultivate mutually beneficial partnerships that advance the mission of Texas Woman's
3. Produce engaged and active citizens through service that intentionally fosters development of the whole person

STRATEGIC INITIATIVES

- Develop measures of community service impact statewide
- Engage alumni and emeritus faculty and staff based on their interests and expertise

ADDITIONAL STRATEGIES

- Embed civic engagement in courses and co-curricular experiences that provide opportunities for students to find their sense of purpose

LEAD: WE LEAD IN MULTIFACETED WAYS BY APPLYING OUR INDIVIDUAL AND COLLECTIVE EXPERTISE

Texas Woman's will provide systematic and meaningful opportunities for students, staff and faculty to celebrate the value of diversity in leadership and to acquire skills that empower them to lead with distinction, intentionality, and purpose.

OBJECTIVES

1. Prioritize a culture that empowers faculty and staff to lead
2. Prioritize a culture that empowers students to grow as leaders

STRATEGIC INITIATIVES

- Create a nationally distinctive, comprehensive center for women in leadership, business, politics, and public policy
- Make Texas Woman's a leader in informatics through a multifaceted approach involving stakeholders, scholarship, marketplace needs, and technology
- Address the shortage of healthcare professionals by leveraging Texas Woman's leadership in graduating high-quality faculty to teach and prepare the next generation of healthcare professionals
- Create a unified vision of leadership across the university that guides student development opportunities

ADDITIONAL STRATEGIES

- Develop policies and practices to support development of emerging professional staff
- Identify and develop leadership opportunities for faculty, staff, and students

INVEST: WE COMMIT TO EXCELLENCE WITHIN PEOPLE AND SUSTAINABLE AND SAFE UNIVERSITY ENVIRONMENTS

Adding to the well-known triple bottom line framework, Texas Woman's will invest in people, prosperity, place, and planet to ensure a sustainable future.

OBJECTIVES

1. People – recruit, develop, and retain top talent
2. Prosperity – enable Texas Woman's to accomplish its goals through astute resource stewardship and revenue diversification; maintain a private college feel at the cost of a public university

3. Place – develop excellent learning, living, and working environments across all campuses by improving infrastructure and processes and by removing barriers to productivity
4. Planet – cultivate a sustainable university community by reducing environmental impact

STRATEGIC INITIATIVES

- Initiate a childcare initiative
- Develop efficient and effective processes to enhance operations and foster a culture of continuous improvement
- Develop an integrated, effective, and efficient process to hire top talent for faculty and staff positions with values consistent with a culture of caring
- Implement a competitive sports initiative charged with reviewing funding models and revenue generation, articulating purpose statements, and planning for future opportunities
- Develop capacity for predictive financial modeling

ADDITIONAL STRATEGIES

- Develop a master plan that ensures meaningful use of protected green space and prioritizes sustainability
- Create a taskforce to explore campus expansion opportunities that will leverage programs of distinction for meeting the needs of the state
- Develop an integrated approach to scheduling and program offerings that maximizes ancillary services, space utilization, and parking with a focus on student opportunity
- Prioritize private philanthropic support as a significant contributor to university revenues
- Develop a process to identify space needs and effectively manage space utilization
- Create a plan that supports the health, happiness, and vitality of the campus community

KEY PERFORMANCE INDICATORS

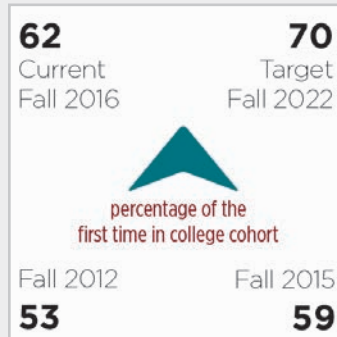
STUDENT INDICATORS

ENROLLMENT



Total student enrollment

PERSISTENCE



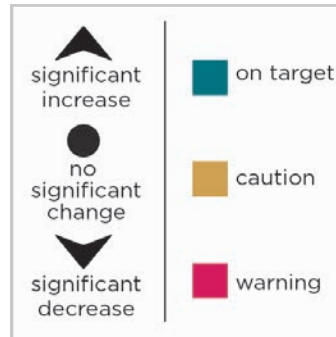
Two-year persistence rate of First Time in College (FTIC) students

GRADUATE EMPLOYMENT



Percentage of baccalaureate graduates employed or enrolled in graduate or professional school in Texas

KEY



These icons are used throughout the KPI modules; FY is fiscal year; THECB is Texas Higher Education Coordinating Board

FINANCIAL INDICATORS

FINANCIAL HEALTH



Months of operating cost in reserve

GIVING



The amount of annual philanthropic giving

EXTERNAL GRANTS & AWARDS



Amount of sponsored external/federal research funds (in millions) reported to the THECB

NEW REVENUE



Annual operating revenue from new or expanded revenue initiatives other than tuition rate increases

CAMPUS INDICATORS

SAFETY



Mean score on the campus safety subscale of the Student Satisfaction Inventory

WORKPLACE



Index from the *Great Colleges to Work For* survey

FACILITY CONDITION INDEX



The annual Facility Condition Index reported to the THECB

SPACE UTILIZATION



The space utilization as reported to the THECB